

**REPORT OF THE  
FINANCE COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**OCTOBER 23, 2008**

**ATTENDANCE**

**Present:** Chairman David Carvalho and Directors Quin R. Golden; Luis Muñoz, MD, MPH; Heather O'Donnell, JD, LLM and Jorge Ramirez (5)

Board Chairman Warren L. Batts (Ex-Officio)

**Absent:** Benn Greenspan, PhD, MPH, FACHE (1)

**Also Present:** Director Hon. Jerry Butler

Johnny Brown – Chief Operating Officer, John H. Stroger, Jr. Hospital of Cook County; Pitt Calkin – Interim Chief Financial Officer, Cook County Health and Hospitals System; Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau, Office of the State's Attorney; Leslie Duffy – Director of Procurement, Cook County Health and Hospitals System; Enrique Martinez, MD – Chief Medical Officer, Ambulatory and Community Health Network of Cook County; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Deborah Santana - Office of the Secretary to the Board of Commissioners of Cook County; David R. Small – Interim Chief Executive Officer, Cook County Health and Hospitals System; Sidney Thomas – Chief Operating Officer, Provident Hospital of Cook County; Timothy Webb – Representative, Maxim Staffing Solutions

**Ladies and Gentlemen:**

Your Finance Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Thursday, October 23, 2008 at the hour of 10:00 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Finance Committee has considered the following items and upon adoption of this report, the recommendations follow.

**Roll Call**

Deborah Santana, of the Office of the Secretary to the Board, called the roll of members, and it was determined that a quorum was present.

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**Presentation of August 2008 Financials**

Pitt Calkin, Interim Chief Financial Officer of the Cook County Health and Hospitals System, presented the August 2008 Financials. (See Attachment #1.)

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The Committee reviewed the information presented. Discussion took place with regard to physician productivity and lack of support staff for physicians; Chairman Carvalho noted that review of support staff levels for physicians may be necessary in order to expand services in the most cost-productive way. Specific data on the number of patients that physicians see per hour at the Ambulatory and Community Health Network of Cook County was provided by Dr. Enrique Martinez, its Chief Medical Officer.

With regard to the information presented on vendor eligibility efforts, Chairman Carvalho requested that additional information be added that describes how they convert the approval to cash<sup>1</sup>.

On the subject of the revenue cycle project, Director Muñoz asked when the functions would be consolidated under fewer vendors.

Mr. Small provided an update on MedAssets' efforts; he stated that policy recommendations will be presented at the next Finance Committee meeting<sup>2</sup>.

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**Contract and Procurement Approvals\***

\*Additional information pertaining to these items is included in Attachment #2.

**PERMISSION TO ADVERTISE FOR BIDS**  
**APPROVED**

- 1.) For a replacement ultrasound machine to be used in the Radiology Department at Cermak Health Services.

**PERMISSION TO ADVERTISE FOR BIDS**  
**APPROVED**

- 2.) For a ceiling-suspended tomo radiography system for Cermak Health Services.

**APPROVAL OF PAYMENT**  
**APPROVED**

- 3.) Geetha Cattamanchi, MD \$100,000.00

For the provision of neonatology resuscitation services on behalf of the System at Roseland Hospital. This includes pediatric services for eight months of service (2/01/08 to 9/30/08). (Contract No. 04-42-452 and Requisition #OC 81356.)

**REQUEST TO INCREASE CONTRACT**  
**APPROVED**

- 4.) Inlander Brothers, Inc. \$7,000.00

For the provision of paper products (toilet and towel) for Cermak Health Services (Contract No. 07-15-408H1).

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REQUEST TO EXTEND CONTRACT  
APPROVED

- 5.) Bio-Medical Applications of IL/Fresenius      Extend from 12/02/08 through 2/28/09

For the provision of on-site hemodialysis services for Cermak Health Services (Contract No. 05-45-522).

REQUEST TO INCREASE CONTRACT  
APPROVED

- 6.) Professional Nursing, Inc.      \$120,000.00\*

For the provision of nursing registry services (Contract No. 08-41-199).

\*Budget neutral - see item 7.)

REQUEST TO DECREASE CONTRACT  
STRICKEN

- 7.) ~~Maxim Healthcare Services, Inc.~~      ~~(\$120,000.00\*)~~

~~For the provision of nursing registry services (Contract No. 08-41-198).~~

~~\* Budget neutral - see item 6.)~~

REQUEST TO AMEND AND INCREASE CONTRACT  
APPROVED

- 8.) Progressive Industries, Inc.      \$366,651.00

For the provision of medical-grade gases and lease of cryogenic vessel and manifold equipment. Request is to include Oak Forest Hospital of Cook County in existing three-year contract ending 7/09/11(Contract No. 08-72-172).

REQUEST TO AWARD BID,  
AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT  
APPROVED

- 9.) Medical Application Specialists      One-year contract      \$657,715.00

For the provision of nuclear medicine services for Oak Forest Hospital of Cook County (Contract No. 08-73-278 Rebid).

REQUEST TO AWARD BID,  
AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT  
APPROVED

- 10.) Anchor Mechanical, Inc.      Three-year contract      \$654,710.00

For the provision of cooling tower system maintenance and repair services for Provident Hospital of Cook County (Contract No. 08-72-251 Rebid).

REQUEST TO AWARD BID,  
AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT  
APPROVED

11.) Advanced Boiler Control Services, Inc.	Three-year contract	\$239,240.00
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For the provision of boiler system maintenance and repair services for Provident Hospital of Cook County (Contract No. 08-83-249).

REQUEST TO AWARD BID,  
AND REQUEST TO ENTER INTO AND EXECUTE CONTRACT  
APPROVED

12.) Excel Answering Services	Three-year contract	\$260,236.00
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For the provision of answering services for the Ambulatory and Community Health Network of Cook County (Contract No. 07-85-379 Rebid).

REQUEST TO AWARD BIDS, REBID\*,  
AND REQUEST TO ENTER INTO AND EXECUTE CONTRACTS  
APPROVED

13.) Progressive Industries, Inc.	Contract Period: Four (4) months, ending 1/31/09	\$27,825.00
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For the provision of patient sets, kits and supplies. (Contract No. 08-15-507H1)

\*This is a partial award. Contained in the backup materials are the items for which permission to cancel and rebid is requested.

REQUEST TO AWARD BIDS, REBID\*,  
AND REQUEST TO ENTER INTO AND EXECUTE CONTRACTS  
APPROVED

14.)	Contract Period: Eleven (11) months, ending 8/31/09
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For the provision of sphygmomanometer parts (parts for blood pressure apparatus).  
(Contract No. 08-15-035H)

Globe Medical-Surgical Supply Company	\$23,359.00
Progressive Industries, Inc.	<u>65,447.97</u>
Total	\$88,806.97

\*This is a partial award. Contained in the backup materials are the items for which permission to cancel and rebid is requested.

During the discussion of the Contracts and Procurement Approval items, Director O'Donnell inquired regarding the request to increase the contract by \$120,000.00 for nursing registry services with Professional Nursing, Inc. She asked whether this was related to the request to decrease the contract by \$120,000.00 for nursing registry services with Maxim Healthcare Services Inc.

Leslie Duffy, Director of Procurement of the Cook County Health and Hospitals System, stated that she spoke with the nursing director, Mary O'Flaherty, on the issue. They have decided to decrease the amount of money to one nursing registry because they have not been able to secure the services they needed; a decrease and subsequent increase of another contract for the same amount is needed so they can use another provider that has been able to provide the services they needed.

Mr. Small added that there are multiple resources for these services that have been established with estimates of what might be spent for each of them. It is really a moving target based on which supplier provides the registry personnel; from time to time they need to shift money because one is supplying more, or less, of what is required.

In response to a question from Chairman Carvalho, in which he inquired whether the contracts were the result of a bid process or through a request for proposals, Ms. Duffy responded that they were the result of a bid process; this contract was awarded in February. She stated that she was in the middle of investigating the issue. It was later determined that the contracts were the result of a request for proposals.

Johnny Brown, Chief Operating Officer of John H. Stroger, Jr. Hospital of Cook County, provided some additional background information. He stated that there are several vendors for these services, each with a specific contract limit. Due to the need for availability and the need for some specialized nursing staff, the contracts are sometimes adjusted based upon those factors.

Timothy Webb, a representative from Maxim Staffing Solutions, addressed the Committee. He explained that his company has not been able to provide these services because they have never received approval from either the County Board or the System Board that the contract is approved. He stated that actions took place at the February 6, 2008 and February 17, 2008 County Board meetings; at the first meeting it was approved as amended and at the second meeting it was withdrawn. It was his understanding that additional information was needed from his organization, which was then provided.

Ms. Duffy stated that she would investigate the issue and report back to the Committee.

The Committee had a lengthy discussion on contract compliance issues. The issue was defined and reviewed; questions with regard to waivers and final authority determining compliance were posed.

**Director O'Donnell, seconded by Chairman Carvalho, moved to approve the Contracts and Procurement Approval items. THE MOTION CARRIED UNANIMOUSLY.**

Upon further investigation, Chairman Carvalho informed the Committee that it was determined that there is no contract in place for the item on the agenda requesting a decrease in the contract with Maxim Healthcare Services, Inc., in the amount of \$120,000.00.

**Having voted on the prevailing side, Director Ramirez, seconded by Director O'Donnell, moved to reconsider the vote by which the Contracts and Procurement Approval items were approved. THE MOTION CARRIED UNANIMOUSLY.**

**Director O'Donnell, seconded by Director Ramirez, moved to strike the request to decrease the contract with Maxim Healthcare Services, Inc. in the amount of \$120,000.00 for the provision of nursing registry services (Contract No. 08-41-198). THE MOTION CARRIED UNANIMOUSLY.**

Director Ramirez, seconded by Director O'Donnell, moved to approve the Contracts and Procurement Approval items, as amended. **THE MOTION CARRIED UNANIMOUSLY.**

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**Discuss and Approve Proposed Amendment to the Rules of the Board of Directors  
of the Cook County Health and Hospitals System**

Submitting for approval the following amendment to the Rules of Organization and Procedure of the Board of Directors of the Cook County Health and Hospitals System.

**Rule 4. Organization, (b) Standing committees and subcommittees, (2) The standing committees of the System Board shall be:**

- A. Finance. This Committee shall be familiar with and review the income and expenditures of the CCHHS, advise the Chief Executive Officer, Chief Operating Officer and Chief Financial Officer in preparation of the budget, review the proposed budget in advance of presentation to the System Board, and make recommendations to the System Board on all such financial matters. Additionally, this Committee will develop and present to the System Board, a recommended multi-year financing plan in support of the CCHHS strategic plan adopted by the System Board. This Committee shall be responsible for developing, implementing and monitoring policies and procedures regarding procurement and contracting for the CCHHS, ~~including providing for appropriate review of purchase contracts by this Committee. The System Board delegates to this Committee the authority to act on behalf of the System Board in all matters regarding contracts for supplies, materials and equipment and contractual services for the System. Minutes of this Committee, as submitted to the System Board, shall include a list of contract matters approved by this Committee for the System Board's receipt and filing.~~ This Committee shall further develop its responsibilities and determine a plan to implement those responsibilities. This Committee shall consider other matters as may be assigned by the System Board.

Chairman Carvalho stated that the State's Attorney's Office would like the opportunity to review this further; there is a question of how this could be done consistent with the County procedures. He stated that at this time the item would be deferred to allow for further review.

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**Fiscal Year 2009 Budget Update**

Chairman Carvalho and Board Chairman Batts provided the Committee with an update on the fiscal year 2009 budget meetings that have taken place. Those involved in the meetings are: Chairman Carvalho, Board Chairman Batts, Director O'Donnell, Director Butler, Mr. Small and Mr. Calkin.

They are continuing to meet with the individual Commissioners. There is a budget hearing before the Commissioners on Monday, October 27<sup>th</sup>, followed by a public hearing on Tuesday, October 28<sup>th</sup>. There is a schedule with dates for Commissioners to submit amendments, with the preliminary budget approval to take place on November 7<sup>th</sup>.

Chairman Carvalho restated the core message with regard to the System's budget. They are net reducing by five hundred positions, they are asking for less than inflation, they are asking for \$47 million odd dollars that the rest of the ask is capital. They also heard that there is uncertainty with regard to capital requests, as there may not be a capital bond. The County Board would have to approve going to bond; they would have to decide if the bond market is in the right place for them to go to bond. If they do not approve going to bond, the question arises as to what resources are available for the capital needs of the System and the other County entities. This may require re-thinking the way the System procures capital needs; options such as leasing using operating revenues instead of purchasing may need to be discussed.

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**Fiscal Year 2009 Revenue Projections**

Mr. Calkin presented information on the fiscal year 2009 revenue projections. (See Attachment #3.)

Board Chairman Batts inquired whether information was available on trends with regard to the sales tax collections.

Mr. Calkin responded that collections at the increased rate have only occurred for the past two months. He expects to have information at the end of the month that shows how much the System is receiving as a result of the increase.

Chairman Carvalho inquired whether the denominator was known with regard to System's share of the sales tax collection; he questioned the determinant of allocations of revenue collected versus appropriations.

Mr. Small stated that there is no amount, fixed or otherwise, that is put into an account for the System.

Chairman Carvalho stated that if the County Board decides to only fund ninety-six or ninety-four percent of the System's budget request, they should fix a separate line with that difference, thereby allowing the System to determine where those cuts will be made, rather than requiring the System Board to determine the cuts on a line-item basis.

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**Update on status of procurement policy and procedures**

Ms. Duffy provided the Committee with an update on the status of the procurement policy and procedures. Elizabeth Reidy, Deputy Chief of the Civil Actions Bureau of the Office of the State's Attorney, met with Ms. Duffy and Mr. Small on October 21st, at which time she was asked to assist in these efforts. She will be working with Ms. Duffy to develop the policy and procedures that will give the System the guidelines to act as an independent purchasing department while maintaining a good relationship with the County's Purchasing Department.

Ms. Duffy provided an additional update on the status of the review of group purchasing organizations (GPOs). She stated she was able to get a sampling of around \$3.2 million of line items to the alliance to which the County currently belongs, UHC (the contracting entity is Novation). They were able to match \$700,000; out of that, they were able to find twenty to twenty-five percent savings.

Ms. Duffy added that she has the ruling from the State's Attorney which allows her to access the GPO contract instead of going through a request for proposals; they will enter into discussions with the three medical/surgical distributors that are on contract and start moving forward.

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**Review and discussion of the report of the Finance Committee  
for the meeting of October 10, 2008**

Chairman Carvalho inquired whether any members had corrections to the reports.

Mr. Small pointed out that on page 2, the group purchasing organization analysis was referred to as a 2007 analysis; it should instead be referred to as a 2008 analysis.

Chairman Carvalho stated that the record will reflect this change.

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**Public Comments**

Chairman Carvalho asked the Secretary to call upon the registered speakers.

Ms. Santana replied that there were none.

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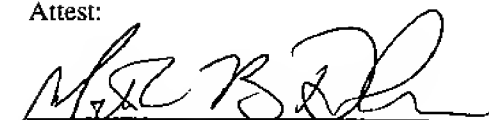
**Adjournment**

Director O'Donnell, seconded by Director Muñoz, moved to adjourn. **THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.**

Respectfully submitted,  
Finance Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

  
David Carvalho, Chairman

Attest:

  
Matthew B. DeLeon, Secretary

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**The following was requested or was indicated as a follow-up item at this meeting:**

<sup>1</sup> Regarding vendor eligibility efforts, request that additional information be added that describes how they convert the approval to cash. On page 2. (Pitt Calkin)

<sup>2</sup> For November 6th Finance Committee meeting, revenue cycle improvement policy recommendations will be presented. On page 2. (David Small)



Cook County Health and Hospitals System  
Report of the Finance Committee of October 23, 2008

ATTACHMENT #1

**Cook County Health and Hospitals System**

**Income Statement for the Nine Months Ended**  
**August 31, 2008**

As of October 22, 2008

## **Index**

1. Management Discussion and Analysis
2. Income Statement
3. Statistics
4. Payer Mix
5. Top Ten DRG's for Each Facility
6. Performance Summary: Eligibility Referrals

### **Summary**

The Cook County Health and Hospitals System results of operations for the fiscal year at the end of August were favorable as compared to the 2008 year to date budget. The System's favorable operating performance was the result of lower than expected year to date operating expenses. Operating revenue was below the budget, but not enough to offset the favorable level of operating expenses. Operating revenue was below the budget by \$38,288,792 or 11.6% while operating expenses were below the budget by \$56,044,955 or 7.1%.

### **Operating Revenue**

Patient Service Revenue as of the end of the month of August was \$27,770,289 below the budget as compared to the year to date 2008 budget for the same period. This is a shortfall of approximately 12.5%. The bulk of the shortfall is associated with lower than expected Medicaid revenue. Medicare year to date patient service revenue is slightly above the level expected in the budget. It is anticipated that System's Medicaid revenue will be approximately 14% below the budget for fiscal 2008. Medassets, the revenue cycle vendor, continues to make improvements to the revenue realization process that may reduce some of the expected shortfall by the end of the year.

The Inter Governmental Transfer revenue is below the budget at the end of August by \$11,253,094 or 10.8%. This is due to the phase out of one component of the IGT revenue. The System's management and consultant's continue to work with the state Medicaid officials to offset the loss of the planned IGT revenue. The phase out of IGT revenue is an annual decline of System revenue of \$15,004,000 for 2008. The discussions with the state have identified money that could come to the System as the result of a reconciliation of a state pool of Medicaid funds. It has been determined that this reconciliation amount may be as

much as \$11,600,000 and it is expected that it could all be received by the System before the end of the fiscal year.

### **Operating Expenses**

Operating expenses for the System at the end of the ninth month of the fiscal year were below budget by \$56,044,955 year to date. This lower level of expenses is primarily due to a lower than expected level of expenditures for Supplies, Purchased Services, and Utilities.

### **Salaries and Wages – (\$3,515,998) or (1.0%)**

Salaries and Wages are slightly above the budget at the end of August. The System measures the level of labor expense on an accrual basis. There are differences in the manner that the budget is allocated to the months of the fiscal year and the actual experience of the expense for this category of expense. The budget allocation to each month of the fiscal year does not reflect the actual experience of prior years. The summer month's actual expense is often affected by the use of vacation and holiday replacement compensation.

### **Employee Benefits – (\$629,364) or (0.5%)**

Employee Benefits are estimated as a percentage of actual Salaries and Wages. Salaries and Wages at the end of August were over the budget and employee benefits were slightly over the budget too.

### **Supplies - \$22,005,333 or 19.9%**

Supply expense for all three institutions is significantly under budget. Each facility made an effort to find all the unprocessed invoices and make sure they are processed in a timely fashion. The accrual for August was based on the year to date actual paid expenses plus 40.0%. In 2007 275 days of average supply expense was \$88,565,200. In 2008 the estimated supply expense at the end of August is \$77,082,260.

**Purchased Services - \$36,019,999 or 31.8%**

The estimated year to date expenses at the end of August for Purchased Services was based on the same methodology used to estimate August expenses for Supplies. In 2007 275 days of average daily expense for Purchased Services was \$90,333,700 and the estimated expense at the end of August 2008 is \$77,082,260.

**Depreciation**

Estimates of Depreciation expense are based on the 2007 audited Depreciation expense. This estimate is probably conservative because the rate of investment in capital has been less than the estimated Depreciation expense.

**Utilities - \$2,164,984 or 13.7%**

Utility expense through the end of August 2008 is below the budget by 13.7%. The finance staff did not attempt to allocate the budget for utilities to the months of the fiscal year that historically had the highest utility expense. The August variance may be the result of seasonal variances in utility utilization.

**Services Contributed by Other County Departments**

The process to estimate the value of the services contributed by other County departments to the System will be reviewed later in this fiscal year and next fiscal year. The amount recorded in the August statements is nine months of the average monthly expense from the 2007 audited statements.

**Year to Date Expense per Adjusted Patient Day**

A comparison of the cost per adjusted patient day for July year to date and August year to date is as follows:

### **J. H. Stroger Hospital Expense per Adjusted Patient Day**

<b>Category</b>	<b>July YTD</b>	<b>August YTD</b>
Salaries and Wages	1,916.07	1,931.65
Employee Benefits	714.40	719.47
Supplies	582.68	506.72
Purchased Services	433.42	377.64
Depreciation	209.27	209.89
Utilities	67.53	66.74
Contributed Services	16.21	16.25
<b>Total</b>	<b>3,939.58</b>	<b>3,828.36</b>

### **Oak Forest Hospital Expense per Adjusted Patient Day**

Salaries and Wages	1,909.29	1,961.55
Employee Benefits	737.97	750.01
Supplies	359.90	332.03
Purchased Services	439.60	368.43
Depreciation	135.46	136.01
Utilities	96.19	94.11
Contributed Services	16.31	16.38
<b>Total</b>	<b>3,694.72</b>	<b>3,658.51</b>

### **Provident Hospital Expense per Adjusted Patient Day**

Salaries and Wages	1,916.97	1,928.52
Employee Benefits	709.70	712.68
Supplies	394.63	344.10
Purchased Services	642.92	556.20
Depreciation	106.65	106.58
Utilities	68.75	68.53
Contributed Services	80.46	80.41
<b>Total</b>	<b>3,920.08</b>	<b>3,797.01</b>

**System Expenses per Adjusted Patient Day 2007 versus YTD August 2008.** A comparison of costs per adjusted patient day based on 2007 audited expenses and YTD August 2008 expenses per adjusted patient day is as follows:

<b>System Total</b>	<b>2007</b>	<b>2008</b>	
Salaries and Wages	1,471.05	1,935.46	
Employee Benefits	533.45	722.88	
Supplies	363.96	460.08	
Purchased Services	371.22	400.37	
Depreciation	147.00	185.52	
Utilities	49.16	70.86	
Contributed Services	19.80	24.91	
<b>Total</b>	<b>2,955.63</b>	<b>3,800.08</b>	<b>28.6%</b>

The increase of 28.6% in the expense per adjusted patient day from 2007 to August of 2008 is due in part to a significant decline in volume of the System facilities. The volume of each facility has changed as follows:

<b>Volume as Measured in Adjusted Patient Days</b>			
<b>Facility</b>	<b>2007</b>	<b>2008</b>	<b>Change</b>
J. H. Stroger	190,083	184,941	-2.7%
Oak Forest	97,275	36,203	-62.8%
Provident	37,371	34,394	-8.0%
<b>Total</b>	<b>324,728</b>	<b>255,537</b>	<b>-21.3%</b>

The change in volume of system facilities in 2008 is due to a change in the clinic volumes, the reduction in set up and staffed System beds, and the closure of Long Term Care at Oak Forest Hospital.



**Non Operating Revenue**

Non Operating Revenue at the end of August was below the budget in total by \$32,687,212 or 8.3%. The budget for each of the non-operating revenue sources was allocated to the months of the fiscal year on an equal basis. Revenue from sales tax is over twenty million dollars below the budget at the end of August. It is expected that an increase in receipts from the new rate of sales tax will begin to be collected in October. The annual collection of sales tax revenue for fiscal 2008 may be closer to the budget level by the end of the fiscal year because of the timing of the implementation of the new tax rate.

**Cook County Health Facilities Fund of Illinois**  
**Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis**  
**For Nine Months Ending August 31, 2008 (UNAUDITED)**

**John H. Stroger, Jr., Hospital of Cook County**

	<b>Total for Nine Months Ending August 31, 2008</b>	<b>BUDGET</b>	<b>Difference Favorable (Unfavorable)</b>	<b>Difference as % of Budget</b>
<b><u>Operating revenue</u></b>				
Patient Service Revenue	\$ 144,401,871	\$ 166,515,196	\$ (22,113,325)	-13.3%
Inter-Governmental Transfers (IGT)	65,422,236	73,364,111	(7,941,875)	-10.8%
Total Patient Service Revenue	209,824,107	239,879,307	(30,055,200)	-12.5%
Other revenue	4,425,448	3,547,125	878,323	24.8%
Total operating revenue	214,249,555	243,426,432	(29,176,877)	-12.0%
<b><u>Operating expenses</u></b>				
Salaries and wages	269,153,501	264,829,170	(4,324,331)	-1.6%
Employee benefits	100,250,137	99,476,081	(774,055)	-0.8%
Supplies	70,806,016	84,618,163	14,012,147	16.6%
Purchased services, rental and other	52,620,113	76,648,307	24,028,194	31.3%
Depreciation*	29,245,712	29,245,712	-	0.0%
Utilities	9,299,585	11,444,494	2,144,899	18.7%
Services contributed by other County offices	2,264,676	2,264,676	-	0.0%
Total operating expenses	533,439,749	568,526,604	35,086,854	6.2%
Operating Loss	(319,190,194)	(325,100,171)	5,909,977	-1.8%
<b><u>Nonoperating revenue (expense)</u></b>				
Property taxes	76,994,887	77,872,126	(877,239)	-1.1%
Sales taxes	56,626,362	70,994,063	(14,367,701)	-20.2%
Cigarette taxes	70,059,951	78,202,125	(8,142,174)	-10.4%
Interest income	106,264	-	106,264	0.0%
Retirement plan contribution	52,071,660	52,071,660	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	2,264,676	2,264,676	-	0.0%
Total nonoperating revenue	258,123,799	281,404,649	(23,280,850)	-8.3%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(61,066,395)	(43,695,522)	(17,370,873)	39.8%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (61,066,395)	\$ (43,695,522)	\$ (17,370,873)	39.8%

Cook County Health Facilities Fund of Illinois  
Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis  
For Nine Months Ending August 31, 2008 (UNAUDITED)

**Oak Forest Hospital of Cook County**

	Total for Nine Months Ending August 31, 2008	BUDGET	Difference Favorable (Unfavorable)	Difference as % of Budget
<b><u>Operating revenue</u></b>				
Patient Service Revenue	\$ 25,093,017	\$ 25,260,349	\$ 832,668	3.3%
Inter-Governmental Transfers (IGT)	15,053,155	16,880,520	(1,827,365)	-10.8%
Total Patient Service Revenue	41,146,172	42,140,869	(994,697)	-2.4%
Other revenue	299,746	329,905	(30,159)	-9.1%
Total operating revenue	41,445,918	42,470,774	(1,024,856)	-2.4%
<b><u>Operating expenses</u></b>				
Salaries and wages	53,503,189	53,823,362	320,173	0.6%
Employee benefits	20,457,148	20,514,459	57,311	0.3%
Supplies	9,056,518	13,174,822	4,118,304	31.3%
Purchased services, rental and other	10,049,216	16,601,626	6,552,410	39.5%
Depreciation	3,709,862	3,709,862	-	0.0%
Utilities	2,566,820	2,691,792	124,972	4.6%
Services contributed by other County offices	446,888	446,888	-	0.0%
Total operating expenses	99,789,642	110,962,812	11,173,170	10.1%
Operating Loss	(58,343,724)	(68,492,038)	10,148,314	-14.8%
<b><u>Nonoperating revenue (expense)</u></b>				
Property taxes	13,033,647	13,030,667	3,180	0.0%
Sales taxes	9,581,594	11,879,732	(2,298,138)	-19.3%
Cigarette taxes	11,854,655	13,085,888	(1,231,232)	-9.4%
Interest income	23,757	-	23,757	0.0%
Retirement plan contribution	10,880,078	10,880,078	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	446,888	446,888	-	0.0%
Total nonoperating revenue	45,820,819	49,323,253	(3,502,434)	-7.1%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(12,522,905)	(19,168,786)	6,645,881	-34.7%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (12,522,905)	\$ (19,168,786)	\$ 6,645,881	-34.7%

**Cook County Health Facilities Fund of Illinois**  
**Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis**  
**For Nine Months Ending August 31, 2008 (UNAUDITED)**

**Provident Hospital of Cook County**

	Total for Nine Months Ending August 31, 2008	BUDGET	Difference Favorable (Unfavorable)	Difference as % of Budget
<b><u>Operating revenue</u></b>				
Patient Service Revenue	\$ 24,479,358	\$ 30,968,090	\$ (6,489,632)	-21.0%
Inter-Governmental Transfers (IGT)	12,223,438	13,707,292	(1,483,854)	-10.8%
Total Patient Service Revenue	36,702,796	44,676,282	(7,973,486)	-17.8%
Other revenue	245,902	359,475	(113,573)	-31.6%
Total operating revenue	36,948,698	45,035,757	(8,087,059)	-18.0%
<b><u>Operating expenses</u></b>				
Salaries and wages	49,973,689	50,461,849	488,160	1.0%
Employee benefits	18,467,581	18,554,962	87,381	0.5%
Supplies	8,916,663	12,791,545	3,874,882	30.3%
Purchased services, rental and other	14,412,931	19,852,327	5,439,396	27.4%
Depreciation	2,761,730	2,761,730	-	0.0%
Utilities	1,775,792	1,670,905	(104,887)	-6.3%
Services contributed by other County offices	2,083,535	2,083,535	-	0.0%
Total operating expenses	98,391,922	108,176,853	9,784,931	9.0%
Operating Loss	(61,443,224)	(63,141,096)	1,697,872	-2.7%
<b><u>Nonoperating revenue (expense)</u></b>				
Property taxes	16,924,527	17,386,301	(463,774)	-2.7%
Sales taxes	12,451,275	15,852,478	(3,401,203)	-21.5%
Cigarette taxes	15,405,116	17,461,988	(2,056,871)	-11.8%
Interest income	17,920	-	17,920	0.0%
Retirement plan contribution	9,522,291	9,522,291	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	2,083,535	2,083,535	-	0.0%
Total nonoperating revenue	56,404,663	62,308,592	(5,903,929)	-9.5%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(5,038,560)	(832,503)	(4,206,057)	505.2%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (5,038,560)	\$ (832,503)	\$ (4,206,057)	505.2%

**Cook County Health Facilities Fund of Illinois**  
**Statement of Revenues and Expenses vs. Budget - Modified Accrual Basis**  
**For Nine Months Ending August 31, 2008 (UNAUDITED)**

**CONSOLIDATED**

	Total for Nine Months Ending August 31, 2008	BUDGET	Difference Favorable (Unfavorable)	Difference as % of Budget
<b><u>Operating revenue</u></b>				
Patient Service Revenue	\$ 194,974,246	\$ 222,744,535	\$ (27,770,289)	-12.5%
Inter-Governmental Transfers (IGT)	92,698,829	103,951,923	(11,253,094)	-10.8%
Total Patient Service Revenue	287,673,075	326,696,458	(39,023,383)	-11.9%
Other revenue	4,971,096	4,236,505	734,591	17.3%
Total operating revenue	292,644,171	330,932,963	(38,288,792)	-11.6%
<b><u>Operating expenses</u></b>				
Salaries and wages	372,630,379	369,114,381	(3,515,998)	-1.0%
Employee benefits	139,174,866	138,545,503	(629,364)	-0.5%
Supplies	88,579,197	110,584,530	22,005,333	19.9%
Purchased services, rental and other	77,082,260	113,102,260	36,019,999	31.8%
Depreciation	35,717,305	35,717,305	-	0.0%
Utilities	13,642,207	15,807,191	2,164,984	13.7%
Services contributed by other County offices	4,795,100	4,795,100	-	0.0%
Total operating expenses	731,621,314	787,666,268	56,044,955	7.1%
Operating Loss	(438,977,143)	(456,733,306)	17,756,163	-3.9%
<b><u>Nonoperating revenue (expense)</u></b>				
Property taxes	106,953,261	108,291,094	(1,337,833)	-1.2%
Sales taxes	78,659,230	98,726,273	(20,067,042)	-20.3%
Cigarette taxes	97,319,722	108,750,000	(11,430,278)	-10.5%
Interest income	147,941	-	147,941	0.0%
Retirement plan contribution	72,474,029	72,474,029	-	0.0%
Working cash revenue	-	-	-	0.0%
Services contributed by other County Offices	4,795,100	4,795,100	-	0.0%
Total nonoperating revenue	360,349,282	393,036,494	(32,687,212)	-8.3%
Income (Loss) before other revenue, expenses, gains, losses and transfers	(78,627,860)	(63,696,811)	(14,931,049)	23.4%
Income (Loss) on disposal of fixed assets	-	-	-	0.0%
Capital Contributions	-	-	-	0.0%
Change in net assets	\$ (78,627,860)	\$ (63,696,811)	\$ (14,931,049)	23.4%

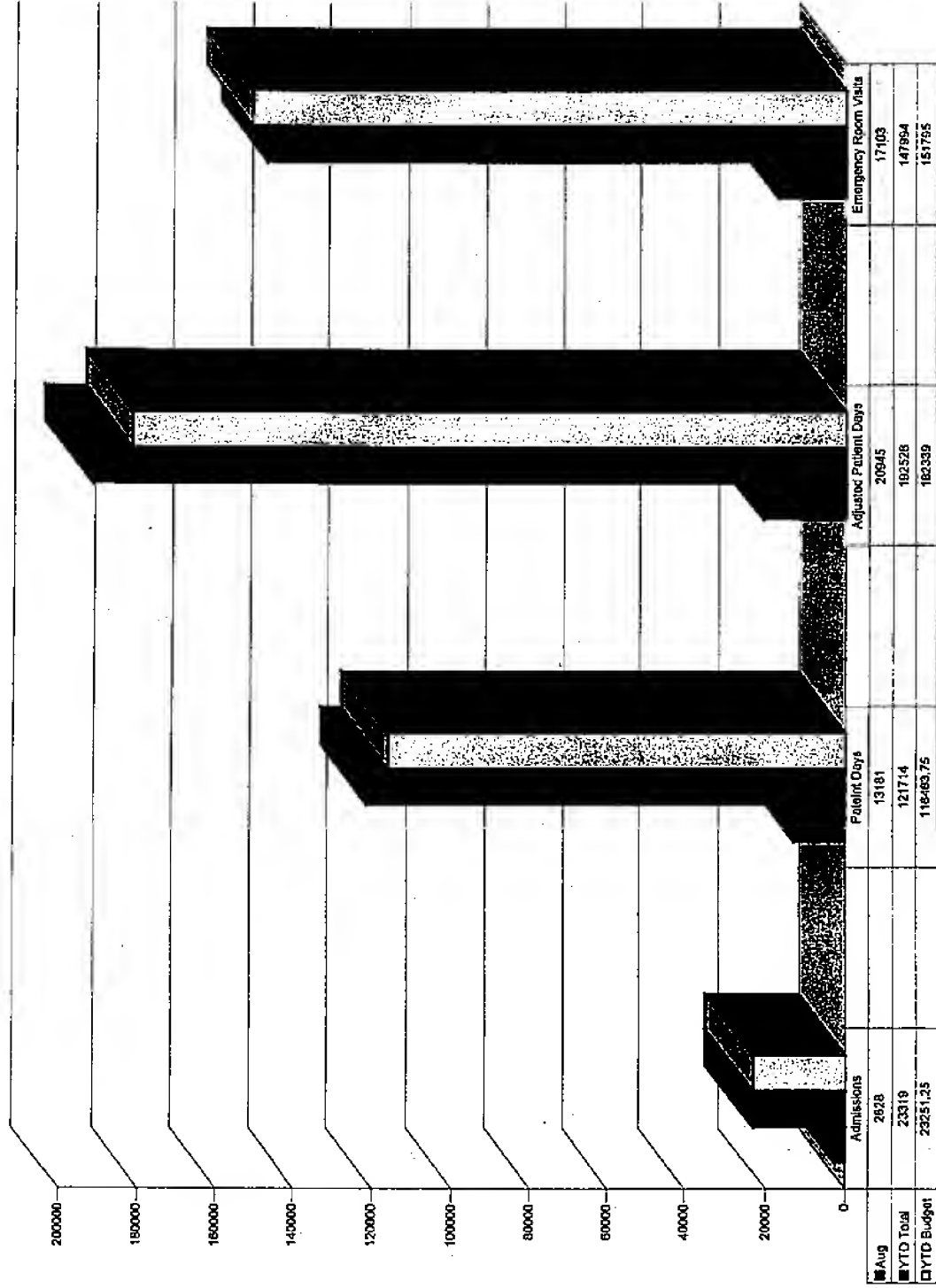
Combining Statement of Revenues, Expenses,  
and Changes in Net Assets of Operating Accounts - Modified Accrual Basis  
For Nine Months Ending August 31, 2008 (UNAUDITED)

**COMBINED**

	John H. Stroger, Jr Hospital	Oak Forest Hospital	Provident Hospital	Total
<b><u>Operating revenue</u></b>				
Patient Service Revenue	\$ 144,401,871	\$ 26,093,017	\$ 24,479,358	\$ 194,974,246
Inter-Governmental Transfers (IGT)	65,422,236	15,053,155	12,223,438.38	92,698,829
Total Patient Service Revenue	209,824,107	41,146,172	36,702,796	287,673,075
Other revenue	4,425,448	299,746	245,901.67	4,971,096
Total operating revenue	214,249,555	41,445,918	36,948,698	292,644,171
<b><u>Operating expenses</u></b>				
Salaries and wages	269,153,501	53,503,189	49,973,689	372,630,379
Employee benefits	100,250,137	20,457,148	18,467,581	139,174,866
Supplies	70,606,016	9,056,518	8,916,663	88,579,197
Purchased services, rental and other	52,820,113	10,049,216	14,412,931	77,082,260
Depreciation	29,245,712	3,709,862	2,761,730	35,717,305
Utilities	9,299,595	2,566,820	1,775,792	13,642,207
Services contributed by other County offices	2,264,676	446,888	2,083,535	4,795,100
Total operating expenses	533,439,749	99,789,642	98,391,922	731,621,314
Operating Loss	(319,190,194)	(58,343,724)	(61,443,224)	(438,977,143)
<b><u>Nonoperating revenue (expense)</u></b>				
Property taxes	76,994,887	13,033,847	16,924,527	106,953,261
Sales taxes	56,626,362	9,581,594	12,451,275	78,659,230
Cigarette taxes	70,059,951	11,854,655	15,405,116	97,319,722
Interest income	106,264	23,757	17,920	147,941
Retirement plan contribution	52,071,660	10,880,078	9,522,291	72,474,029
Working cash revenue	-	-	-	-
Services contributed by other County offices	2,264,676	446,888	2,083,535	4,795,100
Total nonoperating revenue	258,123,799	45,820,819	56,404,663	360,349,282
Income (Loss) before other revenue, expenses, gains, losses and transfers	(61,066,395)	(12,522,905)	(5,038,560)	(78,627,860)
Income (Loss) on disposal of fixed assets	-	-	-	-
Capital contributions	-	-	-	-
Change in net assets	\$ (61,066,395)	\$ (12,522,905)	\$ (5,038,560)	\$ (78,627,860)

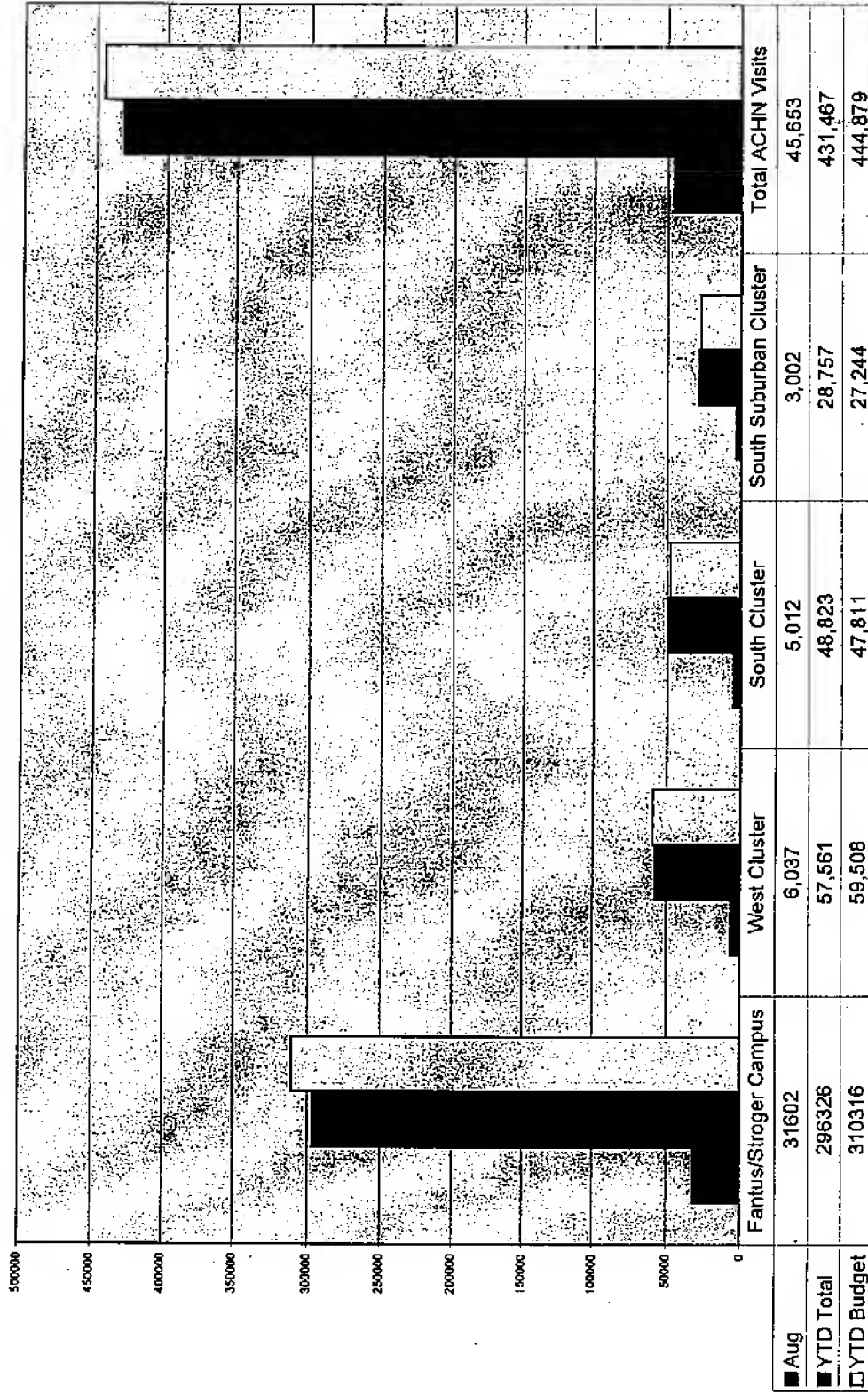
Cook County Health and Hospitals System  
Utilization Factors YTD August 2008

System Hospitals Combined



Cook County Health Hospital System  
Utilization Factors YTD August 2008

ACHN - Clinics





**Cook County Health & Hospitals System  
Utilization Factors**

<u>J.H. Stroger Hospital</u>	Aug	YTD Total	YTD Budget	YTD Variance	%% Variance
Admissions	1935	17412	17465	-53	-0.3%
Patient days	9471	87097	85578	1519	1.8%
Adjusted Patient Days	15117	139339	140247	-908	-0.6%
Emergency Room Visits	11233	96622.0	97364	-742	-0.8%
FTE's per Adjusted Occupied Bed**	8.5	8.5	8.4	0	0.0%
Case Mix Index	1.2	1.2465	n/a		
Average Length of Stay	5	5.1	4.9	-0.2	-4.5%
<u>Provident Hospital</u>					
Admissions	450	3849	4097	-248	-6.0%
Patient days	1778	15515	15548	-33	-0.2%
Adjusted Patient Days	2895	25913	20694	5219	25.2%
Emergency Room Visits	3380	30061	32672	-2611	-8.0%
FTE's per Adjusted Occupied Bed**	7.1	6.9	10.1	3	31.8%
Case Mix Index	0.9253	0.9977	n/a		
Average Length of Stay	4.0	4.0	3.8	-0.2	-8.0%
<u>Oak Forest Hospital</u>					
Admissions	243	2058	1690	368	21.8%
Patient days	1932	19102	15338	3765	24.5%
Adjusted Patient Days	2933	27276	21398	5878	27.5%
Emergency Room Visits	2490	21311	21759	-448	-2.1%
FTE's per Adjusted Occupied Bed**	10.8	9.4	14.1	5	33.1%
Case Mix Index	0.9528	0.9528	n/a		
Average Length of Stay - Acute	11.2	7.1	7.9	0.8	10.1%
Average Length of Stay - Rehab	14.7	15.1	16.2	1.1	7.0%

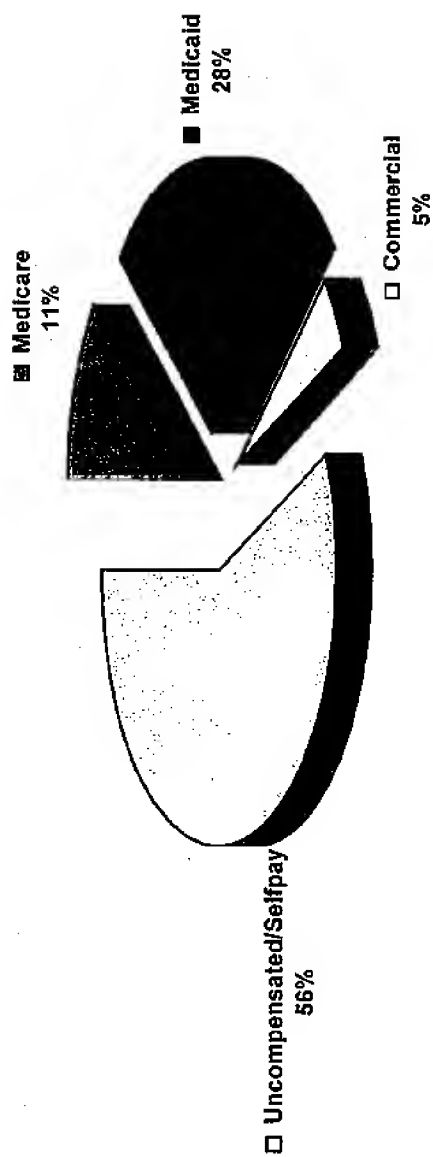
<b>Total System</b>					
Admissions	2628	23319	23251.25	67.75	0.15448
Pateint Days	13181	121714	116463.75	5250.25	0.261056
Adjusted Patient Days	20945	192528	182339	10189	0.520423
Emergency Room Visits	17103	147994	151795	-3801	-0.109

\*\*Attending Physicians were included in Adjusted Occupied bed until the end of March

**ook County Health & Hospitals System**  
**ACHN - Clinics**

<b>Fantus/Stroger Campus</b>	<b>31602</b>	<b>296326</b>	<b>310316</b>	<b>-13,990</b>	<b>-16.5%</b>
<b>West Cluster</b>	<b>6,037</b>	<b>57,561</b>	<b>59,508</b>	<b>-1,947</b>	<b>-3.3%</b>
<b>South Cluster</b>	<b>5,012</b>	<b>48,823</b>	<b>47,811</b>	<b>1,012</b>	<b>2.1%</b>
<b>South Suburban Cluster</b>	<b>3,002</b>	<b>28,757</b>	<b>27,244</b>	<b>1,513</b>	<b>5.6%</b>
<b>Total ACHN Visits</b>	<b>45,653</b>	<b>431,467</b>	<b>444,879</b>	<b>-13,412</b>	<b>-3.0%</b>

Initial Payer Mix Based on Gross Patient Service Revenue - August YTD



**Cook County Health and Hospitals System**

**Top Ten DRG's for Each Facility August 2008**

Rank	John H. Stroger Hospital	DRG	No of Cases	Pt Days	ALOS	MC/ALOS
1	Esophagitis, Gastroent & Misc digestive disorders w/o MCC	392	62	156	2.52	2.8
2	Cellulitis w/o MCC	603	51	151	2.96	3.9
3	Chest Pain	313	37	63	1.70	1.7
4	Red Blood Cell disorders w/o MCC	812	29	92	3.17	2.8
5	Kidney & Urinary track infections	690	28	71	2.54	3.6
6	Alcohol/drug abuse or dependence w/o rehabilitation therapy w/o MCC	897	28	106	3.79	3.3
7	Vaginal Delivery w/o complicating diagnoses	775	27	82	3.04	2.1
8	Syncope & Collapse	312	24	55	2.29	2.5
9	Chronic Obstructive Pulmonary Disease w/o CC/MCC	192	23	53	2.30	3.4
10	Heart Failure & Shock w/o CC/MCC	293	23	60	2.61	3.1
Rank	Oak Forest Hospital	DRG	No of Cases	Pt Days	ALOS	MC/ALOS
1	Chest Pain	313	31	75	2.42	1.7
2	Esophagitis, Gastroent & Misc digestive disorders w/o MCC	392	13	37	2.85	2.8
3	Diabetes w/o CC/MCC	639	11	29	2.64	2.5
4	Cellulitis w/o MCC	603	10	45	4.50	3.9
5	Nutritional & Misc Metabolic Disorders w/o MCC	641	6	38	6.33	3.1
6	Kidney & Urinary track infections	690	6	30	5.00	3.6
7	Alcohol/drug abuse or dependence w/o rehabilitation therapy w/o MCC	897	6	27	4.50	3.3
8	Chronic Obstructive Pulmonary Disease w CC	191	5	32	6.40	4.2
9	Cardiac Arrhythmia & Conduction disorders w/o CC/MCC	310	5	15	3.00	2.3
10	Red Blood Cell disorders w/o MCC	812	5	12	2.40	2.8
Rank	Provident Hospital	DRG	No of Cases	Pt Days	ALOS	MC/ALOS
1	Chest Pain	313	51	106	2.08	1.7
2	Vaginal Delivery w/o complicating diagnoses	775	26	73	2.81	2.1
3	Cellulitis w/o MCC	603	16	74	4.63	3.9
4	Heart Failure & Shock w/o CC/MCC	293	14	49	3.50	3.1
5	Heart Failure & Shock w CC	292	12	55	4.58	4.1
6	Simple Pneumonia & Pleurisy	194	9	37	4.11	4.5
7	Syncope & Collapse	312	9	17	1.89	2.5
8	Alcohol/drug abuse or dependence w/o rehabilitation therapy w/o MCC	897	9	36	4.00	3.3
9	Chronic Obstructive Pulmonary Disease w/o CC/MCC	192	8	22	2.75	3.4
10	Bronchitis & Asthma w/o CC/MCC	203	8	16	2.00	2.9

	August			September			Total			Grand Totals			
	GLM	HRM	CEA	ESI	GLM	HRM	CEA	ESI					
John H. Stroger Hospital													
Referred	267	148	349	249	251	207	421	274	518	355	770	523	2,188
Approved	34	24	227	25	48	33	206	34	82	57	433	59	631
Percentage Approved	13%	16%	65%	10%	19%	16%	49%	12%	16%	16%	56%	11%	29%
Provident Hospital													
Referred	82	29		83	75	39		46	157	68	0	129	354
Approved	42	25		14	28	17		16	68	42	0	30	140
Percentage Approved	51%	86%		17%	35%	44%		35%	43%	62%		23%	40%
Oak Forest Hospital													
Referred	41	18		49	27	36		29	68	54	0	78	200
Approved	6	3		6	11	0		11	17	3	0	17	37
Percentage Approved	15%	17%		12%	41%	0%		38%	25%	6%		22%	19%
Total Referred	390	196	349	381	353	282	421	349	743	477	770	730	2,720
Total Approved	82	52	227	45	85	50	206	61	167	102	433	106	808
Total Percentage Approved	21%	27%	65%	12%	24%	18%	49%	17%	22%	21%	56%	15%	30%

Cook County Health and Hospitals System  
Report of the Finance Committee of October 23, 2008

ATTACHMENT #2

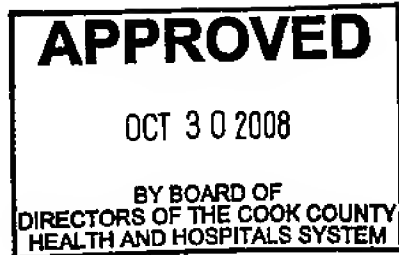
# Cook County Health and Hospitals System

## Approval to Advertise for Bids

**Date:** October 15, 2008

**Sponsor:** David Fagus  
Chief Operating Officer

**Operating Unit:** Cermak Health Services



**Description of Equipment** Requesting permission to advertise for bid for a replacement ultrasound machine to be used in our radiology department.

**Justification for Equipment Purchase** The existing equipment is 13 years old and has surpassed its useful life. Maintaining the equipment properly is a concern because replacement parts are difficult to find or no longer manufactured.

**Budget information:** The cost of this equipment is budgeted as a capital equipment item for Cermak Health Services 71700240. Requisition Number 82400223.

### **Signatures:**

Sponsor

A handwritten signature in black ink, appearing to read "David Fagus", written over a horizontal line.

Operating Unit CFO

A handwritten signature in black ink, appearing to read "K. Fagus", written over a horizontal line.

CCHHS Director  
of Purchasing

A handwritten signature in black ink, appearing to read "Scott P. Smith", written over a horizontal line.

CCHHS COO

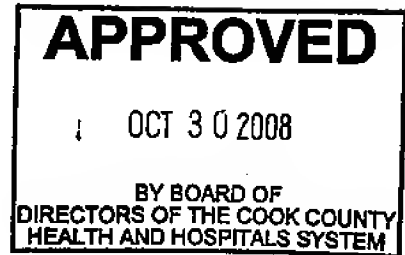
A handwritten signature in black ink, appearing to read "David L. Smallman", written over a horizontal line.

08 OCT 17 AM 11 100 80

**Cook County Health and Hospitals System**

**Approval to Advertise for Bids**

**Date:** October 15, 2008  
**Sponsor:** David Fagus  
Chief Operating Officer  
**Operating Unit:** Cermak Health Services



**Description of Equipment** Requesting permission to advertise for bid for Ceiling-Suspended Tomo Radiography System

**Justification for Equipment Purchase** The existing equipment is 13 years old and has surpassed its useful life. Maintaining the equipment properly is a concern because replacement parts are difficult to find or no longer manufactured.

**Budget information:** The cost of this equipment is budgeted as a capital equipment item for Cermak Health Services 71700240. Requisition Number 82400224.

**Signatures:**

Sponsor

A handwritten signature in black ink, appearing to read "David Fagus", written over a horizontal line.

Operating Unit CFO

A handwritten signature in black ink, appearing to read "Kerri Maguire", written over a horizontal line.

CCHHS Director of Purchasing

A handwritten signature in black ink, appearing to read "Jeff P. [unclear]", written over a horizontal line.

CCHHS COO

A handwritten signature in black ink, appearing to read "David R. Small", written over a horizontal line.

08 OCT 17 AM 11:45



COOK COUNTY HEALTH AND HOSPITALS SYTEM  
CONTRACT ITEM REQUESTING CONTRACT

PAYMENT

**APPROVED**

OCT 30 2008

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

DATE: 10/1/08  
SPONSOR: Johnny Brown  
COO Stroger Hospital

DESCRIPTION  
OF SERVICE:

Requesting approval to award payment to Geetha Cattamanchi MD( 13000 Seneca Drive, Palos Heights, IL 60463) for neonatology resuscitation services on behalf of the Cook County System of Health Services at Roseland Hospital. This includes pediatric services for eight months of service 02/01/2008 to 09/30/2008

JUSTIFICATION:

This service is needed to provide Roseland Hospital with neonatology resuscitation services as part of our responsibility as a perinatal center and because of our long standing commitment to Roseland. Dr Catta Manchi has continued to provide resuscitation services at Roseland on the Systems behalf since Feb 1 2008.

CURRENT COST  
AND TERMS:

The total cost is \$100,000.00. This is for 8 months of service 02/01/2008 to 09/30/2008.

BUDGET  
INFORMATION:

The cost for this contract ( contract # 04-42-452 and req # OC 81356) will be cover within the current operating Budget 8970225.521070

Signatures:

Sponsor

CCHHS  
CEO

CCHHS Dr  
Of Purchasing

CCHHS  
CEO

# Cook County Health and Hospitals System

## Request to Extend Contract

**Date:** October 15, 2008

**Sponsor:** David Fagus  
Chief Operating Officer

**Operating Unit:** Cermak Health Services

**Description of Request**

The Bureau of Health currently has a contract with Inlander Brothers Co., Inc. (Contract #07-15-408H1) to provide paper products (toilet & towel). Cermak requests an increase to this amount to allow for the purchase of additional supplies.

**Justification for The Amendment**

The amount specified in the original contract was not sufficient to provide an adequate supply of paper product for Cermak operations. An increase is required to allow purchases to be made through the end of the contract period 7/31/09.

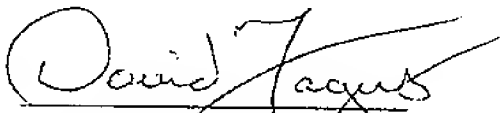
**Resulting Amendment to the Cost of the Contract:**

Cermak Original Contract Amount	\$11,850.50
Increase requested	<u>7,000.00</u>
Adjusted Contract Amount	\$18,850.50

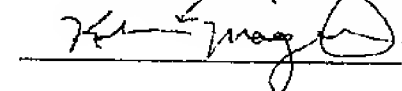
**Budget information:** The cost for this request will be provided for within the current operating budget for Cermak Health Services 240-330.

**Signatures:**

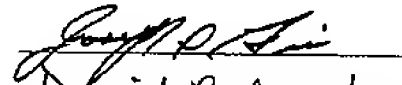
Sponsor



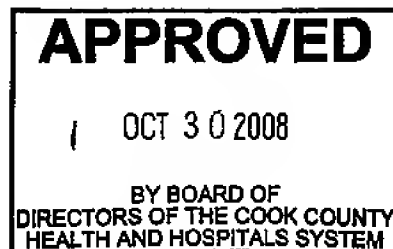
Operating Unit CFO



CCHHS Director of Purchasing



CCHHS COO



17 OCT 17 2008

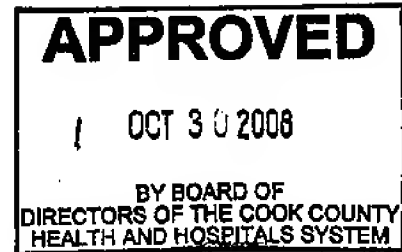
# Cook County Health and Hospitals System

## Request to Extend Contract

**Date:** October 15, 2008

**Sponsor:** David Fagus  
Chief Operating Officer

**Operating Unit:** Cermak Health Services



**Description of Request for Extension** Requesting approval to extend the existing hemodialysis services contract with Bio-Medical Applications of IL / Fresenius (Contract # 05-45-522) for the period of 12/2/08 through 02/28/09.

**Justification for Request** Cermak currently has a contract to receive on-site hemodialysis services for the period of 4/1/05 through 12/1/08. This extension is required to extend services until a new on-site hemodialysis service contract can be executed.

**Budget information:** The cost for this request will be provided for within the current operating budget for Cermak Health Services 240-275.

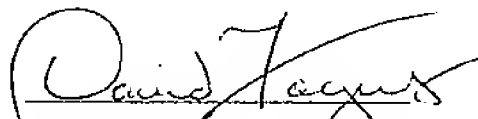

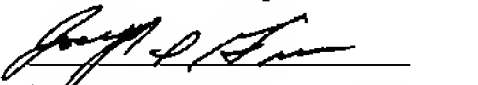

**Signatures:**

Sponsor

Operating Unit CFO

CCHHS Director  
of Purchasing

CCHHS COO

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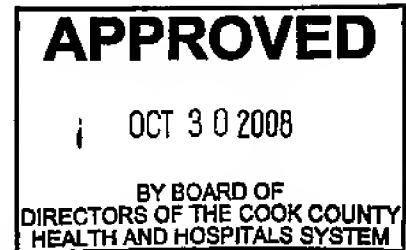
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**COOK COUNTY HEALTH AND HOSPITALS SYSTEM**  
**REQUEST FOR INCREASE DOLLAR AMOUNT OF EXISTING**  
**CONTRACT**

**Sponsor:** Elizabeth Houston  
Interim Associate Administrator

**Operating Unit:** Department of Nursing, Bureau of Health Systems

**Description of Services:** Professional Nursing Inc., 325 N. Wells Street 9th Floor, Chicago, IL 60610  
(Contract No. 08-41-199) for the provision of nursing registry services.



**Justification for This Contract:** The justification for this change is the amount awarded to Professional Nursing Inc. is less than the amount required based upon the steady delivery of services.

**Cost of the Increase and terms:** The increased requested is \$120,000.00 (Amount of original Board approved)  
Contract: \$40,000.00; Board approved date: 02/06/08; Expiration date of current contract: 03/01/08 through 02/28/09

**Budget Information:** Fiscal Impact: \$120,000.00  
Budget Account: 521120/521130  
Account Description: Professional Services  
Requisition No. \_\_\_\_\_

**Signatures:**

Sponsor

Elizabeth Houston

Operating Unit CFO

Scott Callahan

CCHHS Director  
Of Purchasing  
CCHHS CEO

David R. Smallman

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
REQUEST FOR DECREASE DOLLAR AMOUNT OF EXISTING  
CONTRACT**

10.23.08:

Finance Committee action  
- Stricken

**Sponsor:** Elizabeth Houston  
Interim Associate Administrator

**Operating Unit:** Department of Nursing, Bureau of Health Systems

**Description of Services:** Maxim Healthcare, 1011 Lake Street Suite 308, Oak Park, Illinois, 60301 (Contract 08-41-198, for the provision of nursing registry services.

**Justification for This Contract:** This is due since Maxim Healthcare Services, Inc. had a larger amount awarded and a lower amount of services provided. Therefore, to remain in the budget and compensate the nursing agencies for services provided I am requesting this change of encumbrance.

**Cost of the contract and terms:** The decrease requested is \$120,000.00 (Amount of original Board approved Contract: \$522,168.00; Board approved date: 02/06/08; Expiration date of current contract: 03/01/08 through 02/28/09

**Budget Information:** Fiscal Impact: \$ 0

**Signatures:**

Sponsor

Elizabeth Houston

Operating Unit CFO

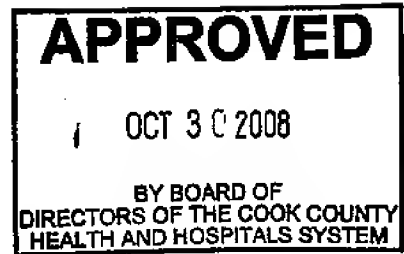
[Signature]

CCHHS Director  
Of Purchasing  
CCHHS CEO

[Signature]  
David R. Smallman

**Cook County Health and Hospitals System**

**Contract Item for Board Approval**



**Sponsor:** Sylvia Edwards, R.N., M.B.A.  
Chief Operating Officer

**Operating Unit:** Oak Forest Hospital of Cook County

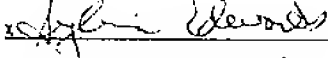
**Description of Service:** Requesting approval to amend and increase contract 08-72-172 for the provision of Gases, Medical Grade and Lease of Cryogenic Vessel and Manifold Equipment to include Oak Forest Hospital of Cook County.


**Justification for this contract:** The contract was approved and awarded to Progressive Industries, Inc. by the Cook County Board on 6/17/08 for John H. Stroger Hospital in the amount of \$1,934,102.25 for a three (3) year period from 7/10/08 – 7/9/11.

**Cost of the contract and terms:** The total anticipated cost of the contract for Oak Forest Hospital is \$366,651.00 to begin 11/1/08. The current contract 05-72-474R expires 10/31/08.

**Budget information:** The cost for this contract has been provided for within the operating budget for 8980054, Account 360.

**Signatures:**

Sponsor 

Operating Unit CFO 

CCHHS Director of Purchasing 

CCHHS COO 

8

**Cook County Health and Hospitals System**

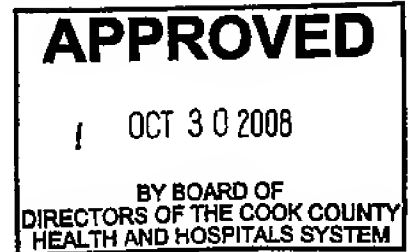
**Contract Item for Board Approval**

*Award and Execute*

**Date:** 10/17/2008

**Sponsor:** Sylvia Edwards  
Chief Operating Officer

**Operating Unit:** Oak Forest Hospital of Cook County



**Description of Service:** Requesting to award and execute Contract 08-73-278 Re-bid for Nuclear Medicine Services with Medical Application Specialists, Inc, 579 Warbler Drive, Bolingbrook, IL.

**Justification for this contract:** Medical Application Specialists was chosen by virtue of them meeting all specifications, meeting MBE/WBE ordinance requirements, and being the only bidder responding.

**Cost of the contract and terms:** This is a one year contract to commence upon award, execution and implementation in the amount of \$657,715.00.

**Budget information:** The cost for this contract has been provided for within the current operating budget of 898-260

**Signatures:**

Sponsor COO

Sylvia Edwards

Operating Unit CFO

John Corbinham

CCHHS Director  
of Purchasing

Jeffrey A. Kim

CCHHS COO

David R. Smallman

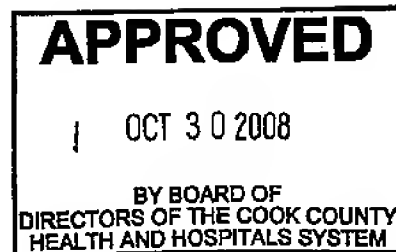
## Cook County Health and Hospitals System

### Contract Item for Board Approval

**Date:** 10/6/08

**Sponsor:** Sidney A. Thomas.  
Chief Operating Officer

**Operating Unit:** Provident Hospital of Cook County



**Description of Service:** Requesting approval to award and execute contract 08-72-251 Re-bid to Anchor Mechanical, Inc. in the amount of \$654,710.00 for Maintenance & Repair of the Cooling Tower System.

**Justification for this contract:** This contract provides professional repair, maintenance, parts, oil, refrigerant and labor to insure optimum year round operation. Anchor Mechanical, Inc was the only bidder responding for a re-bid of the contract which opened on 9/18/08. Proposals were evaluated by the user department and Anchor Mechanical, Inc. was chosen by virtue of them meeting all specifications, meeting MBE/WBE ordinance requirements.

**Cost of the contract and terms:** This is a three (3) year contract to commence upon approval and execution.

**Budget information:** The cost for this contract in the amount of \$654,710.00 has been provided for within the current operating budget 890-235.

#### **Signatures:**

Sponsor COO

*Sidney A. Thomas*

Operating Unit CFO

*Dorothy Lewis*

CCHHS Director  
of Purchasing

*Joseph P. Hill*

CCHHS COO

*David R. Smallman*



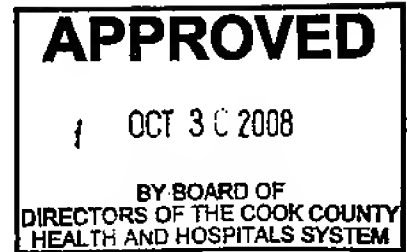
**Cook County Health and Hospitals System**

**Contract Item for Board Approval**

**Date:** 9/30/08

**Sponsor:** Sidney A. Thomas.  
Chief Operating Officer

**Operating Unit:** Provident Hospital of Cook County



**Description of Service:** Requesting approval to award and execute contract 08-83-249 for Maintenance & Repair of Boiler system to the lowest qualified bidder meeting specifications, Advanced Boiler Control Services, Inc.


**Justification for this contract:** The bids were opened on 7/17/08. The lowest first bidder, Anchor Mechanical, met specifications but was found to be non-responsive to the MBE/WBE Ordinance.

**Cost of the contract and terms:** This is a three (3) year contract to commence upon approval.

**Budget information:** The cost for this contract for a three (3) year period is \$239,240.00 and is available in account 890-450.

**Signatures:**

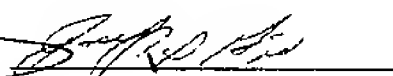
Sponsor COO

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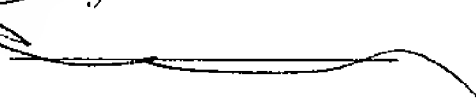
Operating Unit CFO

A handwritten signature in black ink, appearing to read "Dorothy Loring", written over a horizontal line.

CCHHS Director  
of Purchasing

A handwritten signature in black ink, written over a horizontal line.

CCHHS COO

A handwritten signature in black ink, written over a horizontal line.

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM**  
**PROPOSED CONTRACT FOR BOARD APPROVAL**

**Sponsor:** Sandra Ankebrant, Chief Operating Officer

**Operating Unit:** Ambulatory Community Health Network of Cook County

**Description of Service:** Answering Service for ACHN Clinics. The provided so there is seven day, twenty-four hour, bilingual availability for our patients to contact their physician or a physician on call.

**Justification for This Contract:** Authorization for the Purchasing Agent to enter into contract with Excel Answering Services'. The Office of Contract Compliance has reviewed this Contract and found Excel Answering Services to be responsive to the Ordinance and meets MBE/WBE ordinance requirements.

**Cost of the Contract And Terms:** This is a three year contract estimated to commence on October 1, 2008 and end on August 31, 2010. The total cost of the contract is \$260,236.00. (Contract No. 07-85-379R)

**Budget Information:** The cost for this contract has been provided for within the current Operating budget for the name of operating unit. (Account No. 893-268)


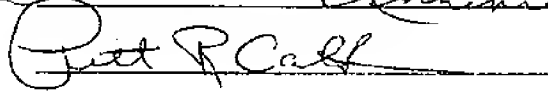
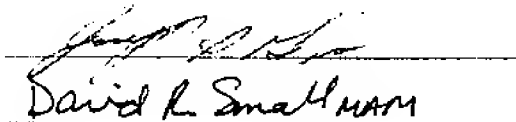
**Signatures:**

Sponsor

Operating Unit C.F.O.

CCHHS Director of Purchasing

CCHHS C.O.O.

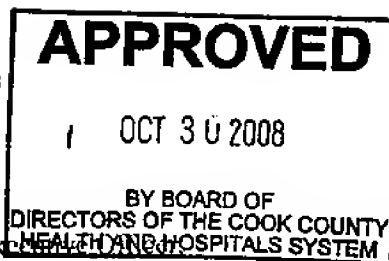
  
  


**APPROVED**

OCT 30 2008

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Cook County Health and Hospital Systems  
Finance Committee  
Contract Item for Board Approval,**



**Sponsor:** David R. Small, F.A.C.H.E. Interim Chief Executive Officer

**Operating Unit:** Cook County Health and Hospital Systems

**Description of Service:**

Authorization is requested to enter into contract with Progressive Industries, Inc. for the provision of Patient Sets, Kits and Supplies. Contract number 08-15-507H1.

**Justification for this contract:**

Progressive Industries, Inc. is the lowest qualified bidder meeting specifications for Items 2 and 6.

I respectfully request that the following items be canceled and rebid:

Items 1, 7: The apparent low bidder Bioelectronic Engineering & Medical Supplies, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since the only other bidder exceeded the competitive cost level for these items, I respectfully request that these items be canceled and rebid.

Items 3, 5: Since there were no bidders for these items, I respectfully request that these items be canceled and rebid.

Item 4: The apparent low bidder MMS-A Medical Supply Company, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.

Item 8: The apparent low bidder Bioelectronic Engineering & Medical Supplies, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for this item, I respectfully request that this item be canceled and rebid.

**Cost of the contract and terms:**

This is a 4 month contract to commence upon Board Award and end on January 31, 2009. The total anticipated cost of this contract is \$27,825.00.

**Budget information:** The cost for this contract has been provided for within the current operating budget of 2008 and future year funds for Medical and Surgical Supplies 240/891/897/898-362 Account.

**APPROVED**

OCT 30 2008

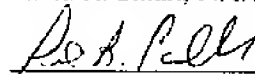
BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

Signatures:

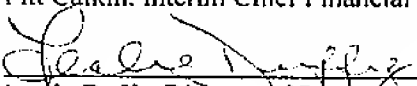
Sponsor

  
David R. Small, F.A.C.H.E., Interim CEO, CCHHS

Operating Unit CFO

  
Pitt Calkin, Interim Chief Financial Officer, CCHHS

Director, Purchasing

  
Leslie Duffy, Director of Procurement, CCHHS

**Cook County Health and Hospital Systems  
Finance Committee  
Contract Item for Board Approval,**

**APPROVED**

OCT 30 2008

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Sponsor:** David R. Small, F.A.C.H.E. Interim Chief Executive Officer.

**Operating Unit:** Cook County Health and Hospital Systems

**Description of Service:**

Authorization is requested to enter into contract with the following lowest qualified bidders meeting specifications for the provision of Sphygmomanometer Parts (Parts for Blood Pressure Apparatus) Contract 08-15-035H

**Justification for this contract:**

Globe Medical-Surgical Supply Company is the lowest qualified bidder meeting specifications for Items 23, 32, 33, 35, 43, 44, 45, 46, 47, 48, 49, 50, 51 and 52.

Items 9, 23, and 33: The apparent low bidder Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 43 through 52: Shall be awarded in whole to one manufacturer / vendor to allow for compatibility between products. In that the bid offered by Globe Medical-Surgical Supply Company does not exceed by more than 2% the lowest responsible bid as offered by Bioelectronic Engineering & Medical Supplies, the bid offered by Globe Medical-Surgical Supply Company shall be considered the low bid, as per Cook County Local Business Preference Ordinance.

Progressive Industries, Inc. is the lowest qualified bidder meeting specifications for items 1, 2, 3, 4, 6, 9, 12, 18, 19, 20, 21, 22 Alt, 24 Base, 25 Alt., 26 Base, 39, 40, 41, 42, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, and 68.

Item 24: The apparent lowest bidder Progressive Industries, Inc. (Alternate) failed to provide samples as specified. The next lowest bidder Ekla Corporation (Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Item 40: The apparent low bidder Ekla Corporation (Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

Items 53 through 68: Shall be awarded in whole to one manufacturer / vendor to allow for compatibility between products. The apparent low bidder Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator.

14

**APPROVED**

OCT 30 2008

BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

I respectfully request that the following items be canceled and rebid:

Items 5, 27, 30, and 31: The low bidder Ekla Corporation (Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost levels for these items, I respectfully request that these items be canceled and rebid.

Items 7, 8, 11, 34, 37, 38, 69, 70, 71, 72, and 73: Bioelectronic Engineering & Medical Supplies and Ekla Corporation, while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

Item 10: The apparent low bidder Ekla Corporation, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost levels for these items, I respectfully request that these items be canceled and rebid.

Items 13, 14, 15, and 16: Bioelectronic Engineering & Medical Supplies and Ekla Corporation (Base & Alternate), while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

Item 17: The apparent lowest bidder Progressive Industries, Inc. failed to provide samples as specified. Bioelectronic Engineering & Medical Supplies and Ekla Corporation (Base & Alternate), while meeting specifications, were found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since there were no other bidders for these items, I respectfully request that these items be canceled and rebid.

Item 28: The apparent lowest bidder Progressive Industries, Inc. failed to provide samples as specified. The apparent next lowest bidder Ekla Corporation (Alternate-2), while meeting specifications was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost levels for this item, I respectfully request that this item be canceled and rebid.

Item 29: The apparent low bidder Ekla Corporation (Base & Alternate), while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost levels for these items, I respectfully request that these items be canceled and rebid.

14

**APPROVED**

Item 36: The apparent low bidder Bioelectronic Engineering & Medical Supplies, while meeting specifications, was found to be non-responsive to the Minority and Women Owned Business Enterprises Ordinance as determined by the Contract Compliance Administrator. Since all other bidders exceeded the competitive cost levels for this item, the Board of Directors of the Cook County Health and Hospitals System respectfully request that this item be canceled and rebid.

BY BOARD OF  
DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

**Cost of the contract and terms:**

This is an 11 month contract to commence upon Board Award and end on August 31, 2009. The total anticipated cost of this contract is \$88,806.97.

Globe Medical-Surgical Supply Company	\$ 23,359.00
Progressive Industries, Inc.	\$ 65,447.97
Total	\$ 88,806.97

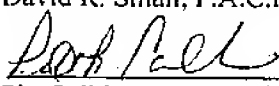
**Budget information:** The cost for this contract has been provided for within the current operating budget of 2008 and future year funds for Medical and Surgical Supplies 240/891/897/898-362 Account.

**Signatures:**

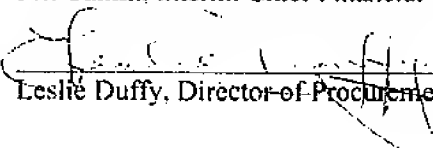
Sponsor

  
David R. Small, F.A.C.H.E., Interim CEO, CCHHS

Operating Unit CFO

  
Pitt Calkin, Interim Chief Financial Officer, CCHHS

Director, Purchasing

  
Leslie Duffy, Director of Procurement, CCHHS

Cook County Health and Hospitals System  
Report of the Finance Committee of October 23, 2008

ATTACHMENT #3



Historical, Estimated and Projected Non Operating Revenue  
(\$ in millions)

	Audited Financial Statements				Estimated Projected	
	2003	2004	2005	2006	2007	2008 2009
Property Taxes	\$152,225	\$143,615	\$145,783	\$146,545	\$140,119	\$142,604 \$144,388
Sales Tax	\$28,091	\$16,346	-\$1,684	\$1,349	\$1,045	\$104,879 *
Cigarette Taxes	\$8,419	\$26,876	\$59,881	\$96,833	\$134,263	\$129,760 \$145,000
Total	\$188,735	\$186,837	\$203,980	\$244,727	\$275,427	\$377,243 \$289,388

\* Not available yet

Cook County, Illinois  
**Cook County Health and Hospitals System**  
 Comptroller's Estimates of Revenue for the Fiscal Year 2009  
 DRAFT VERSION

10/14/2008

2009 Health Fund Gross Property Tax Requirement	\$148,853,737
Less: Allowance for Uncollected Taxes	<u>-4,465,612</u>

2009 Net Property Tax Revenue	144,388,125
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Revenue From Patient Fees	Stroger Hospital	Oak Forest Hospital	Provident Hospital	TOTAL	
Medicare	43,960,155	3,235,578	10,217,226	57,412,959	
Public Assistance	165,049,491	32,683,560	22,822,200	220,555,251	
Private Payors and Carriers	9,338,654	767,384	2,823,181	12,929,219	
Revenue From Patient Fees	218,348,300	36,686,522	35,862,607	290,897,429	290,897,429
Supplement State Medicaid Plan (IGT)	97,877,872	19,855,418	13,516,710	131,250,000	131,250,000
Total Patient Fees & IGT					422,147,429
<u>Home Rule Taxes</u>					
County Sales Tax					N/A
Cigarette Tax					145,000,000
Total Home Rule Taxes					
<u>Miscellaneous Revenue</u>					5,496,067
Total Estimated Revenue W/O Sales Tax					<u>\$717,031,621</u>

**NOTE:**

Allocation of CCHHB share of 2009 County Sales Tax is not determined pending final appropriations figures for Public Safety, CCHHB, Corporate and JTDC.

**Cook County Health and Hospitals System  
Preliminary FY2008 and FY2009 Key Financial Projections  
( \$ millions)**

	<b>FY2008</b>	<b>FY2009</b>
<b>Appropriation</b>	<b>\$836.3</b>	<b>\$836.3</b>
<b>Projected Operating Expenditures</b>	<b>\$836.3</b>	<b>\$871.4</b>
<b>Sources of Funds:</b>		
<b>Patient Fee Revenues</b>	<b>\$310.9</b>	<b>\$290.9</b>
<b>"Supplemental" Payments:</b>	<b>\$138.6</b>	<b>\$217.8</b>
<b>"BIPA" &amp; IGT</b>	<b>\$138.6</b>	<b>\$131.3</b>
<b>Medicaid DSH</b>	<b>\$0.0</b>	<b>\$86.5</b>
<b>Total Operating Revenues</b>	<b>\$449.5</b>	<b>\$508.7</b>
<b>Tax Subsidy and misc.</b>	<b>\$431.1</b>	<b>\$431.1</b>
<b>Total "Sources":</b>	<b>\$880.6</b>	<b>\$939.8</b>

**Notes and Sources:**

*(1.) FY2008 figures are used above as "placeholder" figures for FY2009 for Appropriation, Expenditures, Patient Fee Revenues and Tax Subsidy; Note that no allowances are made for increased costs due to price increases for market goods and services, due to scheduled contract escalations, or for additional expenses that may derive from new collective bargaining agreements;*

*(2.) Appropriation figures include "special purpose funds"; they exclude "Capital" appropriations and Cook County budgeted grant programs;*

*(3.) Figures for patient fee revenues, appropriations, and tax subsidy are taken from Cook County FY2008 published budget documents; Patient revenue figures and tax subsidy amounts are (3.) Figures for patient revenues, appropriations, and tax subsidy are taken from the "Revenue Estimates" volume of the Cook County FY2008 budget at the "Health Fund" Table 28, p.65.*

*(4.) "DSH" revenues for FY2009 are estimated, and are predicated upon federal (CMS) approval of an Illinois "SPA" re DSH;*